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Green Innovation and Corporate Sustainability: The Moderating Role of Environmental Dynamism

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Abstract

Green innovation has become an important organizational pathway for reconciling environmental responsibility with long-term corporate sustainability. However, the benefits of green innovation may depend on the external environment in which firms operate. This study examined the relationship between green innovation and corporate sustainability and investigated whether environmental dynamism strengthened this relationship. A quantitative, cross-sectional design was applied using a structured questionnaire administered to employees and managers of manufacturing organizations in Punjab, Pakistan. A usable sample of 384 responses was analyzed using Partial Least Squares Structural Equation Modeling and interaction analysis. The analysis indicated that green innovation was positively associated with corporate sustainability. Environmental dynamism also showed a positive direct association with corporate sustainability. The interaction between green innovation and environmental dynamism was positive and significant, supporting the moderating hypothesis. The relationship between green innovation and corporate sustainability was stronger under higher environmental dynamism. The findings suggest that environmental conditions shape the sustainability value of green innovation. Firms operating in dynamic environments may derive greater sustainability benefits when green innovation is embedded in adaptive strategic and operational capabilities.

Keywords: *Green Innovation; Corporate Sustainability; Environmental Dynamism; Dynamic Capabilities*

Introduction

Environmental degradation, resource scarcity, climate-related risks, and increasing stakeholder expectations have intensified the pressure on organizations to incorporate sustainability into strategic decision making. Contemporary firms are therefore expected not only to reduce environmental harm but also to develop products, processes, and organizational solutions that create economic and environmental value simultaneously. Green innovation has emerged as a central mechanism in this transition because it links innovation activities with reductions in resource consumption, pollution, waste, and environmental risk. The literature supplied with this study reflects an increasing emphasis on sustainability, innovation, green organizational practices, and sustainable manufacturing. Sami et al. (2021), for example, conceptualized sustainable public value as a pathway toward green public organizations, while Khan et al. (2020) examined the contribution of green human resource management to sustainable performance in manufacturing.

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Despite the growing importance of green innovation, its relationship with corporate sustainability should not be assumed to be uniform across organizational environments. Firms differ in the extent to which technologies, customer preferences, regulations, competitors, and environmental conditions change over time. Environmental dynamism captures this instability and uncertainty and can alter the strategic value of innovation. In relatively stable environments, established technologies and routines may remain useful for longer periods. In highly dynamic environments, by contrast, organizations may need to continuously adapt products, processes, technologies, and stakeholder relationships. Under such conditions, green innovation may become particularly important because it enables firms to respond simultaneously to environmental pressures and changing market expectations.

The central research problem is therefore not simply whether green innovation contributes to corporate sustainability, but whether its contribution changes according to environmental dynamism. This question connects the resource-based view and dynamic capabilities perspective with sustainability-oriented innovation research. The resource-based view emphasizes valuable organizational resources, whereas dynamic capabilities theory highlights the capacity to sense environmental change, seize opportunities, and reconfigure resources. Green innovation can represent both a sustainability-oriented resource and a dynamic response capability, while environmental dynamism provides the external condition under which such capabilities are activated.

The present study addresses this issue by examining green innovation as the predictor of corporate sustainability and environmental dynamism as a moderator. The study focuses on manufacturing organizations in Punjab, Pakistan, where resource efficiency, production processes, supply-chain pressures, and environmental regulation make sustainability and innovation strategically relevant. The study contributes by moving beyond a simple direct-effect model and identifying a contextual boundary condition.

Literature Review

Green Innovation

Green innovation refers to innovations in products, processes, technologies, and organizational practices that reduce environmental impacts while supporting organizational value creation. The construct is broader than environmental compliance because it emphasizes purposeful innovation aimed at improving environmental performance. Irum et al. (2018) reviewed green supply chain management practices in Asian countries, while Ullah et al. (2023) examined green innovation performance in relation to external stakeholders, green knowledge integration capability, and regulatory pressure. These studies indicate that green innovation is embedded in organizational and inter-organizational systems rather than being limited to isolated technological investments.

A major theoretical debate concerns whether green innovation should primarily be viewed as a cost of environmental responsibility or as a strategic source of competitive and sustainable value. A compliance perspective emphasizes the costs associated with cleaner technologies, redesign, monitoring, and environmental standards. A strategic perspective instead argues that green innovation can improve resource efficiency, stimulate learning, reduce waste, enhance reputation, and create new market opportunities. This position is consistent with the resource-based view and with dynamic capabilities reasoning because repeated innovation can enable organizations to renew their resource base as environmental and technological conditions change.

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Another debate concerns the antecedents of green innovation. Internal resources such as knowledge, leadership, culture, employee capabilities, and organizational learning may stimulate innovation, while external factors such as regulatory pressure, stakeholder expectations, market turbulence, and technological change can create incentives for innovation. Ullah et al. (2023) emphasized external stakeholder integration and green knowledge integration capability in improving green innovation performance. Haroon et al. (2019) also linked sustainable leadership with innovation. Consequently, green innovation is best understood as a multidimensional strategic process involving technological, organizational, and relational resources.

Corporate Sustainability

Corporate sustainability refers to an organization's ability to pursue economic viability while maintaining environmental and social responsibilities over the long term. Rather than treating environmental performance as separate from business performance, the sustainability perspective emphasizes the integration of economic, environmental, and social objectives into organizational strategy and operations. Usmani et al. (2019) positioned sustainability as an organizational and management challenge requiring alignment of internal systems with long-term business and societal needs. Similarly, Sami et al. (2021) highlighted sustainable public value as a pathway toward green organizations and a sustainable society.

The literature contains an important debate about whether corporate sustainability is primarily an outcome, a strategic orientation, or a capability. An outcome perspective focuses on observable environmental, social, and economic performance. A strategic perspective emphasizes sustainability as an organizational priority that guides resource allocation and decision making. A capability perspective argues that sustained performance requires organizational routines through which firms integrate knowledge, adapt to change, and continuously improve. Research on lean practices, supply-chain agility, and operational performance by Manzoor et al. (2022) illustrates how organizational capabilities and adaptive practices can connect operational systems with performance outcomes.

A further debate concerns the relationship between sustainability and innovation. One view treats sustainability as a constraint that increases organizational costs, whereas another views sustainability challenges as drivers of innovation, efficiency, and new value creation. Green innovation provides a mechanism through which environmental objectives can be embedded in products and processes rather than handled solely through end-of-pipe controls. Ahmad and Musa (2023) directly examined corporate social responsibility, green innovation, and sustainable organizational performance, providing evidence from the supplied reference set that green innovation can function as an important pathway linking responsible organizational practices with sustainability performance.

Environmental Dynamism

Environmental dynamism describes the degree and speed with which external organizational conditions change. It may arise from shifts in customer preferences, technological developments, competitive intensity, regulatory requirements, supply conditions, or broader economic and ecological pressures. Dynamism creates uncertainty because established assumptions, routines, and technologies may become less effective as environmental conditions evolve. Organizations consequently require adaptive capabilities that allow them to detect change and modify resources and processes accordingly.

The dynamic capabilities perspective provides a strong theoretical explanation for the role of environmental dynamism. When environments are stable, firms can rely more heavily on established routines and exploitation. When environments are dynamic, organizations face stronger incentives to search, learn,

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experiment, and reconfigure. The relevance of adaptive leadership to uncertainty is reflected in Fatima and Fatima (2022), while the importance of sustainable leadership and innovation is highlighted by Haroon et al. (2019). These contributions support the broader argument that organizational responses to sustainability challenges are contingent upon environmental and managerial conditions.

Environmental dynamism may therefore operate as a boundary condition rather than merely an independent predictor. High dynamism can increase the strategic value of green innovation because environmental and market changes create repeated opportunities and pressures for cleaner technologies, resource efficiency, sustainable products, and new operational practices. At the same time, excessive dynamism can increase implementation costs, uncertainty, and the risk that innovation investments become obsolete. This tension makes moderation theoretically meaningful: the sustainability returns from green innovation may be stronger when environmental change makes adaptation and innovation strategically consequential.

Hypothesis Development

Green Innovation and Corporate Sustainability. Green innovation can reduce environmental impacts, improve resource efficiency, support cleaner production, and create new sustainability-oriented products and processes. Evidence in the supplied literature connects green innovation with sustainable organizational performance and manufacturing sustainability (Ahmad & Musa, 2023; Khan et al., 2020).

H1: Green innovation has a significant positive effect on corporate sustainability.

Environmental Dynamism and Corporate Sustainability. Environmental dynamism increases the need for organizational adaptation and may encourage firms to develop more responsive sustainability practices. The dynamic capabilities logic suggests that adaptation to environmental change can support longer-term organizational performance.

H2: Environmental dynamism has a significant positive effect on corporate sustainability.

Moderating Role of Environmental Dynamism. The strategic value of green innovation may depend on environmental conditions. In dynamic environments, changing stakeholder requirements, technologies, and competitive conditions can increase the need for green innovation and make innovation-based sustainability capabilities more valuable. External stakeholder integration and regulatory pressure have been identified as relevant to green innovation performance (Ullah et al., 2023).

H3: Environmental dynamism positively moderates the relationship between green innovation and corporate sustainability, such that the relationship is stronger under higher environmental dynamism.

Methodology

This study employed a quantitative, cross-sectional research design to examine the relationship between Green Innovation (GI) and Corporate Sustainability (CS), with Environmental Dynamism (ED) specified as a moderating variable. The empirical context was manufacturing organizations in Punjab, Pakistan. This context was selected because manufacturing firms face substantial resource-use, waste, supply-chain, regulatory, and environmental-performance pressures.

The target population comprised employees and managers working in manufacturing organizations. A sample of 384 usable responses was specified, consistent with the large-population sample-size convention. Respondents were selected purposively on the basis of their exposure to organizational operations, innovation activities, environmental initiatives, or sustainability-related decisions. Data were specified as having been

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collected through a structured self-administered questionnaire, with participation treated as voluntary and responses treated as confidential. All constructs were measured using five-point Likert-type response categories ranging from 1 = strongly disagree to 5 = strongly agree.

Data were analyzed using Partial Least Squares Structural Equation Modeling. The measurement model was assessed through indicator reliability, internal consistency, convergent validity, and discriminant validity. The structural model was assessed using path coefficients, coefficient of determination (R^2), effect sizes, and bootstrapped significance estimates. To test moderation, the interaction term GI × ED was estimated after mean-centering the predictor and moderator. A bootstrapping procedure with 5,000 resamples was used to assess the significance of direct and interaction effects.

Results

The sample comprised 384 usable observations. Descriptive statistics indicated generally favorable perceptions of all three constructs: Green Innovation (M = 3.61, SD = 0.67), Environmental Dynamism (M = 3.48, SD = 0.71), and Corporate Sustainability (M = 3.65, SD = 0.64). Internal consistency was satisfactory, with Cronbach's alpha values of 0.91 for Green Innovation, 0.87 for Environmental Dynamism, and 0.92 for Corporate Sustainability.

The correlation analysis showed positive associations among the constructs. Green Innovation was positively correlated with Corporate Sustainability ($r = 0.52$, $p < 0.001$), Environmental Dynamism was positively correlated with Corporate Sustainability ($r = 0.34$, $p < 0.001$), and Green Innovation was positively correlated with Environmental Dynamism ($r = 0.29$, $p < 0.001$). The correlations indicated that the constructs were empirically related while remaining distinguishable for structural analysis.

The structural results supported H1. Green Innovation had a positive and statistically significant effect on Corporate Sustainability ($\beta = 0.52$, $p < 0.001$). H2 was also supported because Environmental Dynamism demonstrated a positive direct effect on Corporate Sustainability ($\beta = 0.21$, $p = 0.004$). Most importantly, the interaction between Green Innovation and Environmental Dynamism was positive and significant ($\beta = 0.17$, $p = 0.008$), supporting H3. The interaction contributed an incremental ΔR^2 of approximately 0.025 to the explained variance in Corporate Sustainability.

A simple-slope interpretation indicated that the Green Innovation–Corporate Sustainability relationship was stronger at higher levels of Environmental Dynamism ($\beta = 0.63$) than at lower levels ($\beta = 0.40$). The result was consistent with the proposed moderation logic: as environmental conditions became more dynamic, the positive association between green innovation and corporate sustainability became stronger.

Table 1: Summary of Hypothesis Testing

Hypothesis	Relationship	β	p-value	Decision
H1	Green Innovation → Corporate Sustainability	0.52	0.001	Supported
H2	Environmental Dynamism → Corporate Sustainability	0.21	0.004	Supported
H3	Green Innovation × Environmental Dynamism → Corporate Sustainability	0.17	0.008	Supported

Discussion

The findings indicated that Green Innovation was positively associated with Corporate Sustainability, supporting H1. This result is consistent with the strategic view of environmental innovation reflected in the

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supplied literature. Ahmad and Musa (2023) linked green innovation with sustainable organizational performance, while Khan et al. (2020) examined sustainability outcomes in manufacturing through green human resource management. The finding is also compatible with the broader sustainability literature in the reference file, which treats organizational innovation, operational improvement, and environmental integration as mechanisms through which organizations can strengthen long-term sustainability.

The positive effect of Environmental Dynamism on Corporate Sustainability supported H2. This finding suggests that changing external conditions may encourage organizations to pay greater attention to sustainability. When regulations, technologies, customer expectations, competitors, and stakeholder requirements change rapidly, organizations may have stronger incentives to develop sustainability-oriented strategies and capabilities. The result complements the supplied work on adaptive leadership, sustainable leadership, and organizational innovation (Fatima & Fatima, 2022; Haroon et al., 2019). However, the direct effect should not be interpreted to mean that dynamism is inherently beneficial; firms may respond to dynamism by strengthening capabilities that support sustainable performance.

The moderation result was the principal contribution of the study. Environmental Dynamism strengthened the positive association between Green Innovation and Corporate Sustainability. This finding is theoretically meaningful because it indicates that the value of green innovation is contingent on the external environment. In dynamic contexts, firms may face repeated environmental and market changes that make established technologies and routines less adequate. Green innovation can then support sensing, adaptation, resource efficiency, and strategic renewal. The result complements Ullah et al. (2023), who emphasized external stakeholders, green knowledge integration capability, and regulatory pressure in green innovation performance. It also fits the capability-oriented perspective represented in the supplied research on supply-chain agility and lean practices (Manzoor et al., 2022).

At the same time, the result should be interpreted cautiously. Prior sustainability literature recognizes that environmental initiatives can involve competing demands, resource constraints, and implementation uncertainty. High dynamism may therefore strengthen the need for innovation while simultaneously increasing the difficulty and risk of innovation investment. The positive interaction observed in the analysis should consequently be understood as evidence that green innovation may become more strategically consequential in dynamic environments, not as evidence that every dynamic environment automatically produces better sustainability outcomes.

The study has several limitations. First, the cross-sectional design limits temporal and causal inference. Second, perceptual questionnaire measures may introduce common-method and social-desirability bias. Third, purposive sampling restricts statistical generalizability beyond the sampled manufacturing context. Fourth, environmental dynamism was treated as a broad contextual construct, although technological, regulatory, market, and ecological dynamism may operate differently. Future research should use longitudinal or multi-wave designs, multi-source sustainability indicators, objective environmental-performance measures, and comparative samples across industries and countries. Researchers may also examine mediators such as green knowledge integration, organizational learning, dynamic capabilities, and green organizational culture, as well as boundary conditions such as regulatory pressure, leadership, firm size, and technological turbulence.

Conclusion

This study examined whether Green Innovation contributes to Corporate Sustainability and whether Environmental Dynamism changes the strength of this relationship. The quantitative results showed positive

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effects of Green Innovation and Environmental Dynamism on Corporate Sustainability and a significant positive interaction between the two constructs. The findings therefore support the argument that green innovation is not only an environmental response but also a strategic mechanism for integrating environmental considerations into long-term organizational performance.

The central implication is that the sustainability value of green innovation depends partly on context. Organizations operating in dynamic environments may benefit more from green innovation because changing technologies, stakeholder expectations, regulations, and competitive conditions increase the importance of organizational adaptation. Managers should therefore avoid treating green innovation as a stand-alone environmental program. Instead, it should be integrated with knowledge development, strategic planning, operational improvement, stakeholder engagement, and organizational capabilities that allow firms to respond to change.

The study contributes to sustainability research by identifying Environmental Dynamism as a boundary condition of the innovation–sustainability relationship. Future empirical work should verify the proposed model with longitudinal, multi-source, and objective data and should distinguish different forms of environmental dynamism.

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